

2011

# Annual Report (2011): Greater Hazleton Health Alliance; Community Service Report

Lehigh Valley Health Network

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2011

COMMUNITY  
SERVICE  
REPORT



Unwavering Commitment  
To Our Community



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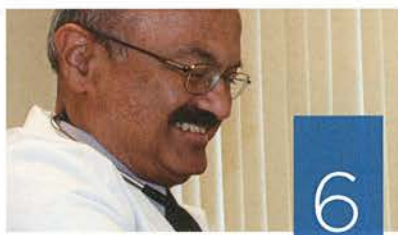


## Introduction

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GHHA Vision/Mission

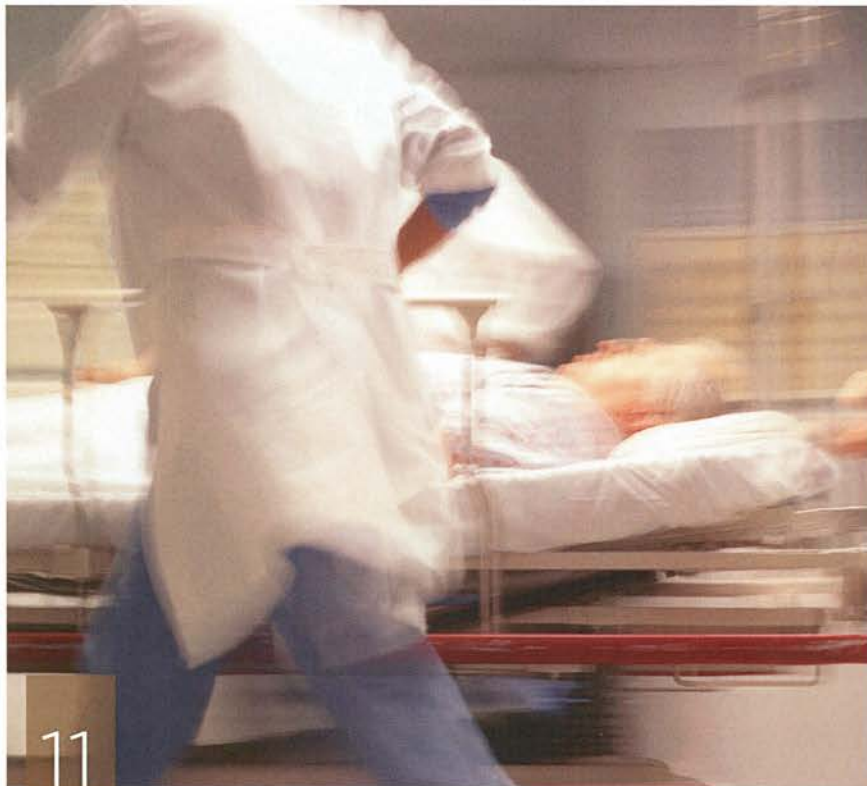
CEO Message



## Compassionate, Patient-Centered, Quality Healthcare

Partnerships and Growth

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Joseph Ciotola, MD  
*Radiologist*

Donald Patten, MD  
*Radiologist*

Ayse K. Mohyuddin, MD  
*Endocrinology, Diabetes & Metabolism*

New providers that joined the  
Alliance Medical team in 2011.  
See more providers on pages 8 & 9.

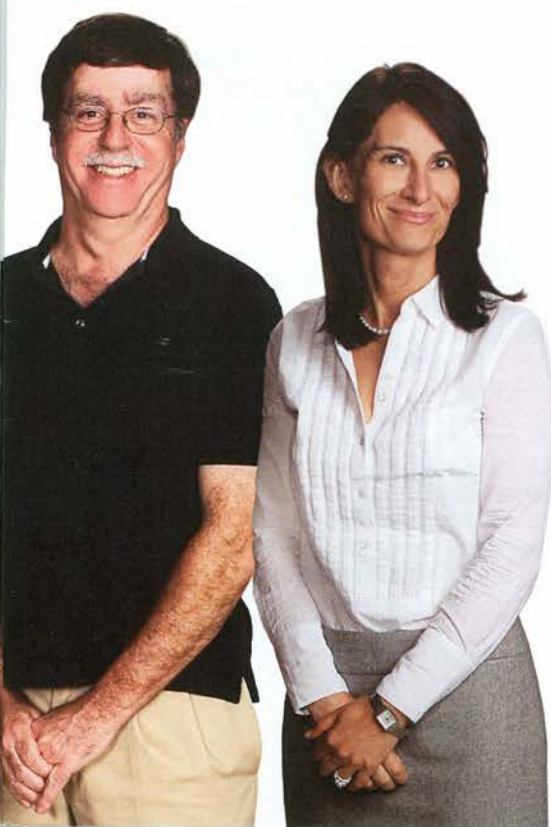




## Developing a Healthier Community

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## Who We Are

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The Greater Hazleton Health Alliance is a not-for-profit healthcare system that is dedicated to providing high quality, state-of-the-art, customer-friendly health and wellness services to more than 100,000 residents in a large tri-county area. The Greater Hazleton Health Alliance is comprised of the following affiliated entities:

**Hazleton General Hospital** – A 150-bed inpatient acute care facility providing quality medical and surgical services; emergency services including an accredited primary stroke center; a family birthing center; inpatient rehabilitation; an accredited bariatric program; and a home care service.

**Hazleton Health & Wellness Center** – Hazleton General Hospital's state-of-the-art outpatient facility and a one-stop shop for all of your outpatient needs – from therapy and fitness to imaging, cardiology, travel health, and more. As the only hospital-based outpatient center in the area, it has the full resources of Hazleton General Hospital at its fingertips.

**Alliance Medical Group** – A multi-specialty healthcare provider network that delivers high-quality family and specialized medical and surgical care.

## GHHA Mission:

To provide compassionate, patient-centered, quality healthcare services and to contribute to the ongoing development of a healthier community.

## GHHA Vision:

To be the preferred healthcare provider in the Hazleton community and throughout the tri-county region, contributing toward creating a healthier community.



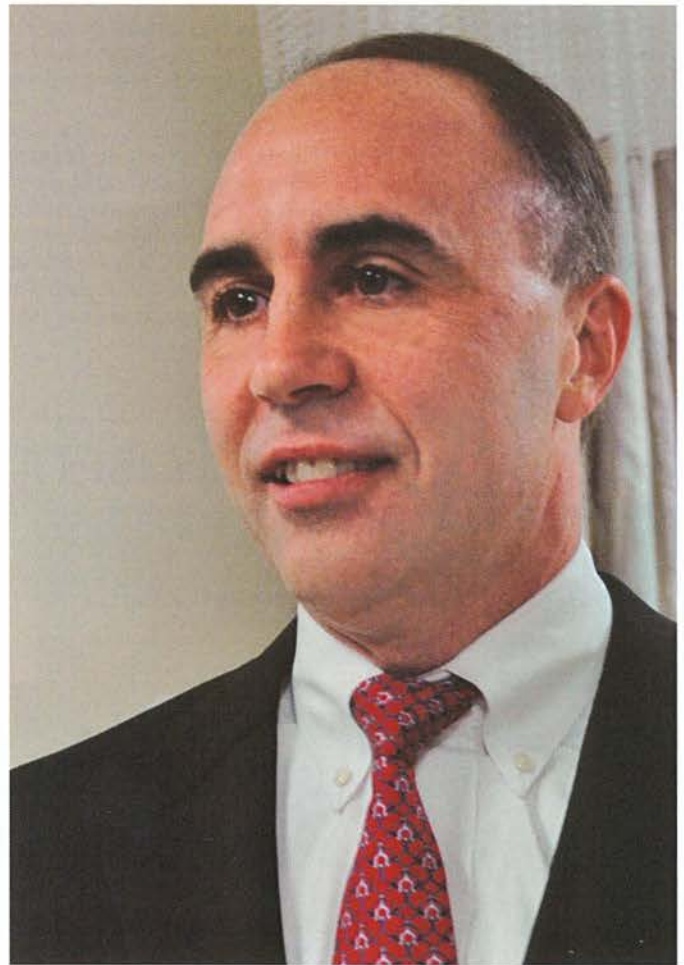
# Message from the President/Chief Executive Officer

Dear Friends and Neighbors,

The Greater Hazleton Health Alliance has achieved measurable success during 2011 highlighted by the continued significant improvements in quality, financial viability, and stability. The Hazleton Health & Wellness Center continues to have substantial growth of outpatient volumes; Alliance Medical Group continues to attract quality physicians and mid-level providers of multiple specialties to become part of Hazleton General Hospital's employment model; and the continued technological advancements by integrating the electronic medical record system throughout the Greater Hazleton Health Alliance are just a few of the quality advancements systemwide. All of this is predicated upon a strict adherence to the four focuses of our Strategic Plan - Assuring Quality in All That We Do, Growing Our Business, Engaging Our Community, and Building a Great Team.

The healthcare environment continues to change with healthcare reform providing several challenges for hospitals and healthcare systems nationwide. In the last year, regionally, we have seen small town community hospitals being acquired by larger institutions, and even some having to close their doors due to the inability to survive. Although it is uncertain the full impact of healthcare reform, it is certain that the Greater Hazleton Health Alliance remains financially strong and continues to grow. Hazleton General Hospital remains solely the most successful, financially stable not-for-profit community hospital within Northeastern Pennsylvania.

I wish to commend the senior management team for its commitment and leadership through these challenging times and for its ability to develop and implement innovative programs. As a team, the senior leaders have developed quality initiatives and processes to help sustain our financial viability, quality



services, and stability, while significantly improving the quality of care being provided to the patients in our community.

It is an honor to be part of a successful organization that continuously raises the bar by providing the highest quality of care to the Greater Hazleton community. Our strategically-focused Board of Directors continues to allow my senior management team and me to make decisions and take challenging risks for the advancement of our healthcare system which will allow us to be successful and financially viable now and in the future. I am proud of all that we have accomplished - that which is helping us remain strong in tough economic times and the leader in local healthcare.

In this Community Service Report, it is my honor to showcase some of the key ways our healthcare team benefits our community.

Sincerely,

A handwritten signature in blue ink that reads "Jim Edwards".

James D. Edwards



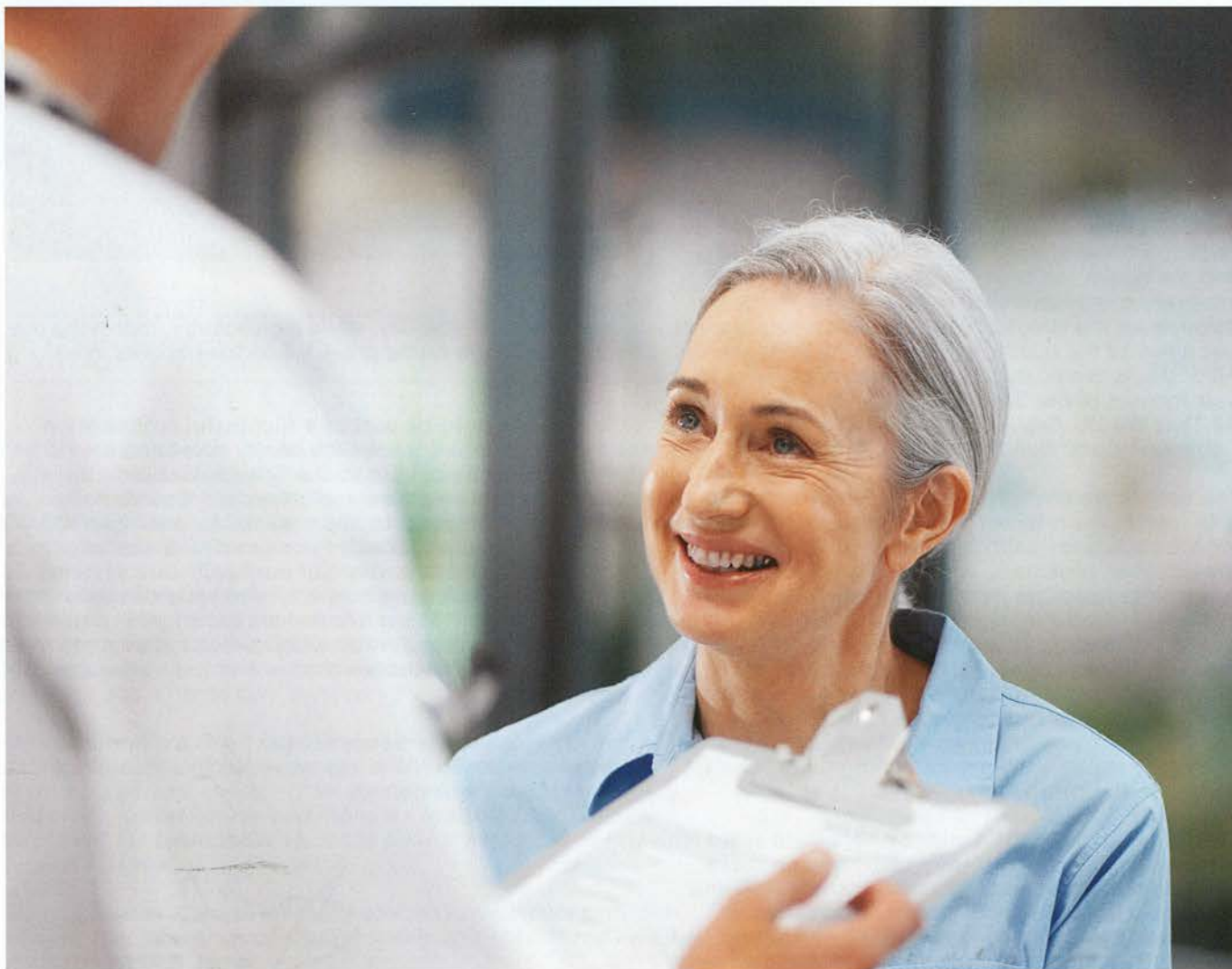
The Greater Hazleton Health Alliance has made huge strides in providing compassionate and patient-centered healthcare to the local community over the past several years. In 2011 we have had multiple areas of focus such as access to care, partnerships and growth, life-saving emergency services and patient safety.

Our organization has made access to care a priority to ensure that quality and safe healthcare is available close to home without the need to travel to a larger institution. Partnerships with Lehigh Valley Health Network, local and regional health providers, service line providers, and community organizations have given us the ability to expand our services for better access to healthcare for the local communities. Our life-saving emergency services have grown as well, including the development of an accredited Chest Pain Center, a Primary Stroke Center of Excellence and more. Finally, in 2011, Hazleton General Hospital, an affiliate of the Greater Hazleton Health Alliance, was the proud recipient of the HealthGrades Patient Safety Excellence Award for the fourth consecutive year, an honor that recognized the hospital's patient safety ratings for being in the top five percent of U.S. hospitals.

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## Compassionate, Patient-Centered, Quality Healthcare

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## PARTNERSHIPS & GROWTH

We maintain our standards of excellence in quality care by continually comparing our system with other best-practice healthcare organizations so that we can stay abreast of new trends and medical processes in our market as well as nationally. Our continued growth shows our continuum of care, by providing the best in local healthcare services in Hazleton and our surrounding communities. Year after year, the Alliance is expanding into areas to better serve the needs of our community.

Senior leadership has continued to identify and evaluate joint venture strategies with partners (e.g. physicians, other local and regional health providers, service line providers, and community organizations). Some of these ventures in 2011 included:

- **Electrophysiology Services** - Lehigh Valley Heart Specialists, in partnership with the Greater Hazleton Health Alliance, introduced electrophysiology services at the Hazleton Health & Wellness Center. Drs. Vadim Levin and Sultan Siddique, electrophysiologists, provide this service in Hazleton during scheduled times each month. This program provides access to quality, convenient care without having to leave Hazleton.

**Lehigh Valley Health Network** - Jim Edwards and members of the GHHA senior management team continue to meet with their counterparts at Lehigh Valley Health Network (LVHN) on a regular basis to discuss additional areas of strategic partnering. Senior leadership continued collaborative strategic alliance activities with Lehigh Valley Health Network, to enhance the access to care in our community.



## PARTNERSHIP ACTIVITIES INCLUDE:

- Continued improvements to MI Alert program
- Continued improvements to Stroke Alert Program
- Continued growth of the Tele-burn program in the ER to ensure that burn victims are receiving the best and most appropriate care
- Implementation of the T-System for physician documentation in the ER
- Cooperative efforts in the development of a chest pain center at HGH

**Regional Care Committee** - This committee, consisting of representatives from HGH, area nursing homes, skilled nursing facilities and long-term acute care facilities, continues to meet as a forum to standardize the delivery of care regionally. The improved communication and standardization benefits both the patient and the care institutions they visit.

**The Commonwealth Medical College** - GHHA has partnered with The Commonwealth Medical College in Scranton to serve as a training site for its medical students in 2011. Several of our physicians now serve as preceptors to these students. The transition from classroom to clinical rotation is an important phase as the medical students learn from hands-on experience with patients. We hope the students receive a positive experience rotating in our system that may spark their interest in practicing in our community upon graduation.



## RECRUITING SPECIALISTS TO PROVIDE ACCESS TO CARE

To ensure stability and future growth of our healthcare organization it is imperative that we remain focused on growing our business. In 2011 the team concentrated on physician recruitment and relations and the expanding of healthcare services to the surrounding community. In 2011, "Alliance Medical Group" was created to brand and identify Hazleton Professional Services. Alliance Medical Group now replaces the name Hazleton Professional Services, and is known as a professional multi-specialty medical and surgical group throughout our market area that delivers high quality family and specialized medical and surgical care. In 2011, Hazleton General Hospital also acquired Hazleton Radiology Associates, Cardiology Associates, and the Sleep Disorder Center.

In addition to building a great team of physicians and mid-level providers, Alliance Medical Group continued to expand into new territories. Alliance Medical Group continued to grow within the Mountaintop area as well as the Hometown/Tamaqua communities. The continued growth is part of our ongoing efforts to expand our market share and to provide healthcare to meet the needs of our area communities. Additional services in Hometown will nicely complement our services already provided in that area through our Healthy Beginnings Plus Program which had a 2.5% increase in visits since 2010.



**Thomas J. Ciotola, MD, FACC**  
*Cardiology*  
*Board Certified*

**Chandra M. Mohan, MD**  
*Cardiology*  
*Board Certified*

**Joseph M. Laureti, DO, FACC**  
*Board Certified Cardiologist*

**Joseph G. Ciotola, MD**  
*Board Certified Diagnostic Radiology*  
*(See photo on page 2)*

**Donald A. Patten, MD**  
*Board Certified Diagnostic Radiology*  
*(See photo on page 3)*

**Cynthia Lubinsky, DO**  
*Family Practice*

# Alliance

## MEDICAL GROUP

*Your Health... That's Our Specialty*



**Haitham Shahrour, MD**  
*Pediatrics*

**Ayse K. Mohyuddin, MD**  
*Endocrinology, Diabetes & Metabolism*  
*(See photo on page 3)*

**Stephan R. Glicker, MD, FAAP**  
*Board Certified*

**Pedro Guzman, MD**  
*Board Certified*  
*Internal Medicine*

**Meghan Tait-Astorino, PA-C**  
*Certified Physician Assistant*

**Shelley S. Sassaman, PA-C, CDE**  
*Certified Physician Assistant*  
*Certified Diabetes Educator*







# Quality and Safe Care

Our consistent organizational advancements have allowed us to surpass expectations in the areas of quality and safe care for our patients. We are pleased to provide the Greater Hazleton community with excellence in inpatient and outpatient care by meeting and exceeding best practice standards in patient-centered care, providing comfortable testing environments with exceptional customer experience and continually investing in state-of-the-art technology and equipment.

## NATIONAL RECOGNITION

Numerous regional and national organizations have recognized the Greater Hazleton Health Alliance for the significant, positive impact it has made on healthcare in the Greater Hazleton area. To our community, this is a testament to the high quality, safe care you receive as a patient in our healthcare system.

In 2011, our commitment to quality excellence resulted in the following achievement awards and recognitions:

- MRI Accreditation
- Patient Safety Excellence Award
- Stroke Gold Plus Performance Achievement Award
- Quality Insights of Pennsylvania Excellence Award for Quality Improvement Efforts and Successes with the MRSA Reduction Project
- Quality Insights of Pennsylvania Excellence Award for Surgical Care Improvement Project
- Heart Failure Gold Plus Performance Achievement Award
- "Top 100 Hospital" Award for Pulmonary Services
- "Superior Performer" recognition for our Primary Stroke Center of Excellence
- America's Best Hospitals recognition in US News & World Report for care of heart failure, coronary artery disease, and stroke patients based on the Get-With-The-Guidelines program.
- Mentor hospital in the Institute for Healthcare Improvement's (IHI) 5,000,000 Lives Campaign for pressure ulcer prevalence and heart failure care
- Honorary Mention Award for community involvement from the Manufacturer's Association of Eastern Pennsylvania



## REACHING HIGHER LEVELS IN PATIENT SATISFACTION

When many think of healthcare, they think about hospitals, healthcare providers, services, medical technology, and new office locations. While this is the most traditional view of healthcare, it also includes a patient's experience as well. No longer are healthcare systems merely concerned with providing a variety of high quality services; rather, they want to be sure those services are being delivered in a manner that meets or exceeds the basic and emotional needs of patients.

Excellence in patient satisfaction plays as important a role in quality care as making patients feel better. Open communication among care teams and patients fosters positive relationships that promote new heights in patient satisfaction.

There may be times, however, when that communication breaks down, leaving patients vulnerable and unsure about what to do. In these situations, the patient advocate acts on behalf of a patient's needs. The patient advocate:

- Acts on behalf of the patient and ensures an unbiased investigation of the facts related to the patient concern, complaint, or grievance.
- Assists patients and their families in acquiring information regarding course of treatment, continuity of care, and any post discharge questions a patient or family member may have.
- Educates patients in regards to their rights. Any questions that may arise regarding privacy, release of information, living wills, visitors' rights, etc., are often explained to the patients through the advocate.
- Maintains communication with patients and their healthcare providers to help ensure patient understanding of procedures, thereby reducing fear and increasing patient compliance, resulting in a higher percentage of successful treatment and also ensuring patient safety.



## LIFE-SAVING EMERGENCY SERVICES

Our hospital continues to look for ways to respond to the emergency and urgent medical needs of our community.

**Chest Pain Center** – Many patients throughout the year present to our Emergency Department with symptoms of chest pain and other heart disease. In 2011, plans began for the development of an accredited Chest Pain Center at HGH with the assistance of the Lehigh Valley Health Network to raise the level of cardiac care in our community. This Chest Pain Center would provide specialized cardiac care that better determines if a patient is suffering from a heart attack, a determination can then be made to treat the patient at Hazleton General Hospital or transfer the patient to a tertiary facility for advanced cardiac care. The Chest Pain Center is expected to open in 2012.

**Accredited Primary Stroke Center of Excellence** - Hazleton General Hospital successfully remains a Primary Stroke Center of Excellence. The Healthcare Facilities Accreditation Program conducted a four-day survey for hospital accreditation and one day for our Stroke Center accreditation. Both surveys went very well and Hazleton General Hospital received the designation of "Superior Performer."

**Telehealth** – Hazleton General Hospital and the Lehigh Valley Health Network have entered into a partnership to provide telehealth/telemedicine services in our community. "George," as the system is named, supports multiple telehealth services. George is a high definition videoconferencing system, a 19" high-definition monitor and uninterruptible power supply. George can operate on a wired or wireless network and is equipped with an electronic stethoscope, a document camera and an auxiliary patient exam camera. This provides the tools necessary for a





specialist at LVHN to properly examine a patient and make treatment recommendations to the patient's attending physician at HGH. We are currently using George for stroke patients. We hope to expand its services to include infectious disease consultation in 2012.

**MI Alert** – The hospital's MI Alert program (life-saving care for heart attack victims) continues to work with Lehigh Valley Health Network to improve its processes and to lower the "door to balloon" time for patients. The improved process included the training of EMS personnel to perform and read EKGs of potential heart attack victims in the field rather than waiting for this test to be performed when the patient gets to the ED. This allows the EMTs to transmit EKG findings to the ED for interpretation, the ED staff to prepare for the incoming patient, and for the Lehigh Valley Medevac and cath lab to be notified. On average, the "door to balloon" time from our ED

to the cath lab at Lehigh Valley Hospital was 92.5 minutes in 2011. The national average is 120 minutes.

**Hypothermia Treatments** – The emergency services physicians began using hypothermia treatments on cardiac arrest patients in the Emergency Department. This treatment involves slowly cooling the body down allowing it to get by with less oxygen by decreasing the metabolic demand while emergency treatment is being administered.

**Fast Track** – The Emergency Department revisited the strategy of a fast track program for minor emergencies requiring urgent care. Fast track is an alternative to the regular Emergency Department, where treatment is determined on the severity of a patient's condition. The program is expected to alleviate wait times, and reduce the incidences of patients leaving without being seen.





## PATIENT SAFETY INITIATIVES

Patient safety defines quality healthcare for our organization and it is this culture of safety that guides the actions of our healthcare professionals at the Greater Hazleton Health Alliance each and every day.

As part of Hazleton General Hospital's ongoing patient safety initiatives, two new programs are being initiated to virtually eliminate medication errors. Medication errors are a serious problem in all healthcare organizations and account for significant numbers of injuries and deaths nationwide each year. In 2011, Hazleton General Hospital's medication error rate was extremely low at .009% based on the 274,093 prescriptions filled.

**Bedside Medication Verification (BMV)** - This program allows caregivers to utilize bar code scanning technology prior to administering medications to confirm patient identity and medication information against data readily available via an on-line medication administration record. Immediate access to a patient's current results and medication administration information greatly reduces preventable medication errors.

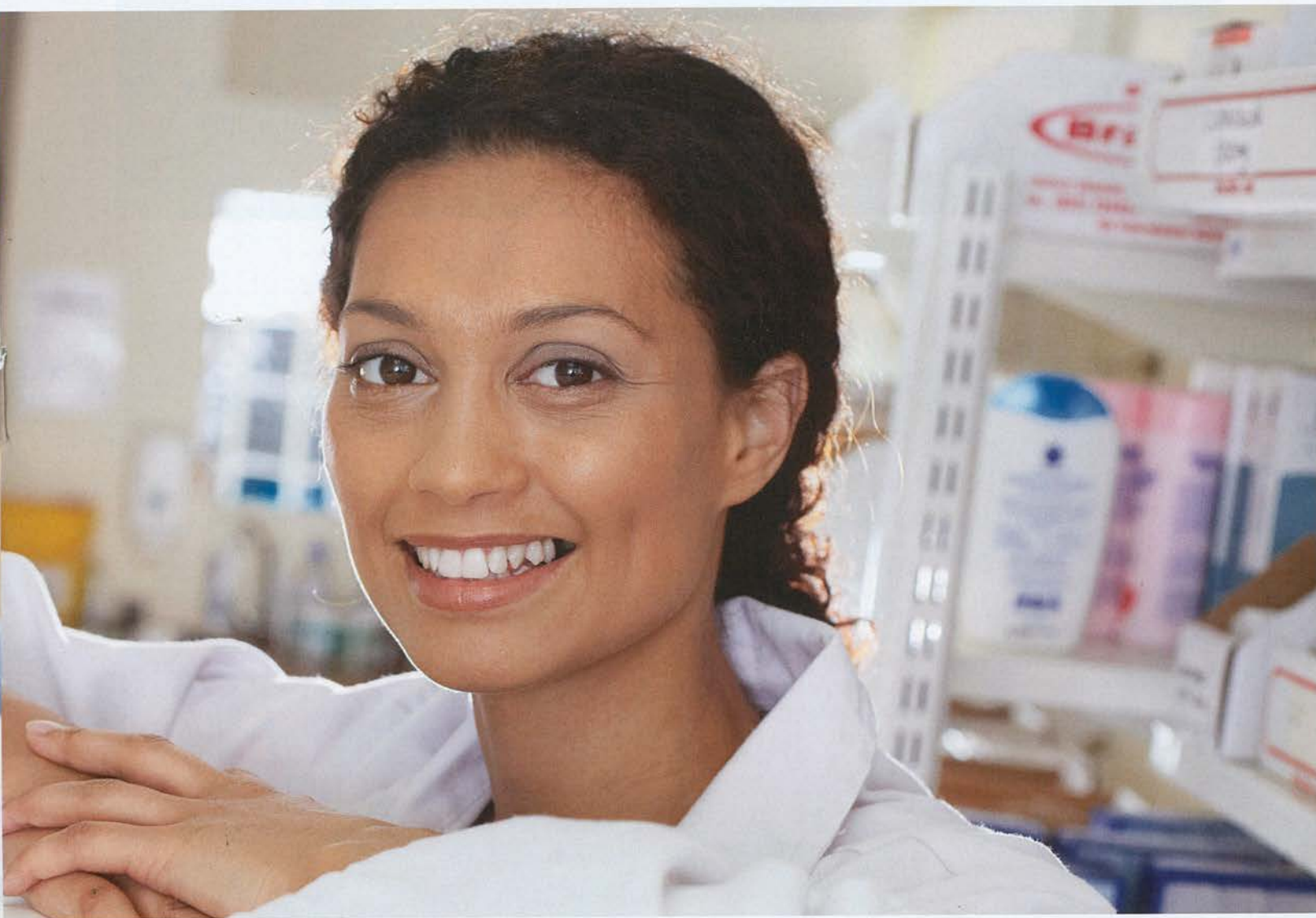
**24-Hour Pharmacy Coverage** - In 2011, the hospital's pharmacy entered into an arrangement that provides 24-hour coverage for inpatients by utilizing a remote pharmacy service called e-PharmPro. The pharmacists of e-PharmPro review, verify, and enter orders during off hours, plus provide real time consultative assistance to nursing. Medication orders are placed electronically to e-PharmPro pharmacists who serve as extensions of the hospital's staff, utilizing the pharmacy's computer system to profile orders and make them available via Pyxis, our automated dispensing system.



### ADDITIONAL INITIATIVES HAZLETON GENERAL HOSPITAL PURSUED IN 2011 TO ENSURE PATIENT SAFETY

- Implementation of the Electronic Medical Record (EMR)
- Continued best practice in pressure ulcer prevention
- Implementation of catheter-associated urinary tract infections (UTI) reduction program
- Implementation of surgical site infection reduction program
- Promoted best practice use of beta blockers and timely antibiotic administration









## Ongoing Development of a Healthier Community

As a continuously evolving organization, we enjoy growing and improving along with our community. We work diligently to meet the diverse needs and expectations of those we serve. The Greater Hazleton Health Alliance is fortunate to have the support of a strong backbone to assist throughout the process, including a dedicated board of directors and medical, nursing, support, administrative, and office staff that approach health and wellness in a team-oriented manner. Together, we create an unmatched continuum of care, providing the best in individualized, compassionate care to our community.

From infancy through adulthood and beyond, you are our community. We are grateful and humbled to offer you a continuum of care through each stage of life: helping mothers bring children into the world through the Family Birthing Center, providing appropriate pediatric care to help children become strong adults, offering specialty services through Alliance Medical Group to assist with all of your health-related needs, and even providing comfort, compassion, and care at the end stages of life through home health services. The Greater Hazleton Health Alliance believes in going the extra mile for our community:



- Free education programs (132), health fairs and screening events (167), and screenings (4,462).
- Quarterly community blood drives to support Miller Keystone Blood Center, the only center that provides blood supplies to our hospital.
- 5,275 rides via our patient shuttles were provided free to patients visiting HGH, HHWC, Healthy Beginnings, doctors' offices or other healthcare locations.
- 5,589 hours of staff volunteer time in support of our community.

**Specialty Classes** - The Hospital, Health & Wellness Center and Alliance Medical Group offered various classes throughout the year which included heart healthy cooking, monthly joint replacement education, safe sitters babysitting course, diabetes education, labor and delivery, parenting, and sibling classes, stroke education and more. Classes are scheduled based on patient feedback.

**Alliance Family Fun and Health Day** - The office practices of Alliance Medical Group sponsored its annual Alliance Family Fun and Health Day at the Health & Wellness Center. Over 300 people attended this event, which included free health information, free health screenings, fun activities, food, and give-aways.

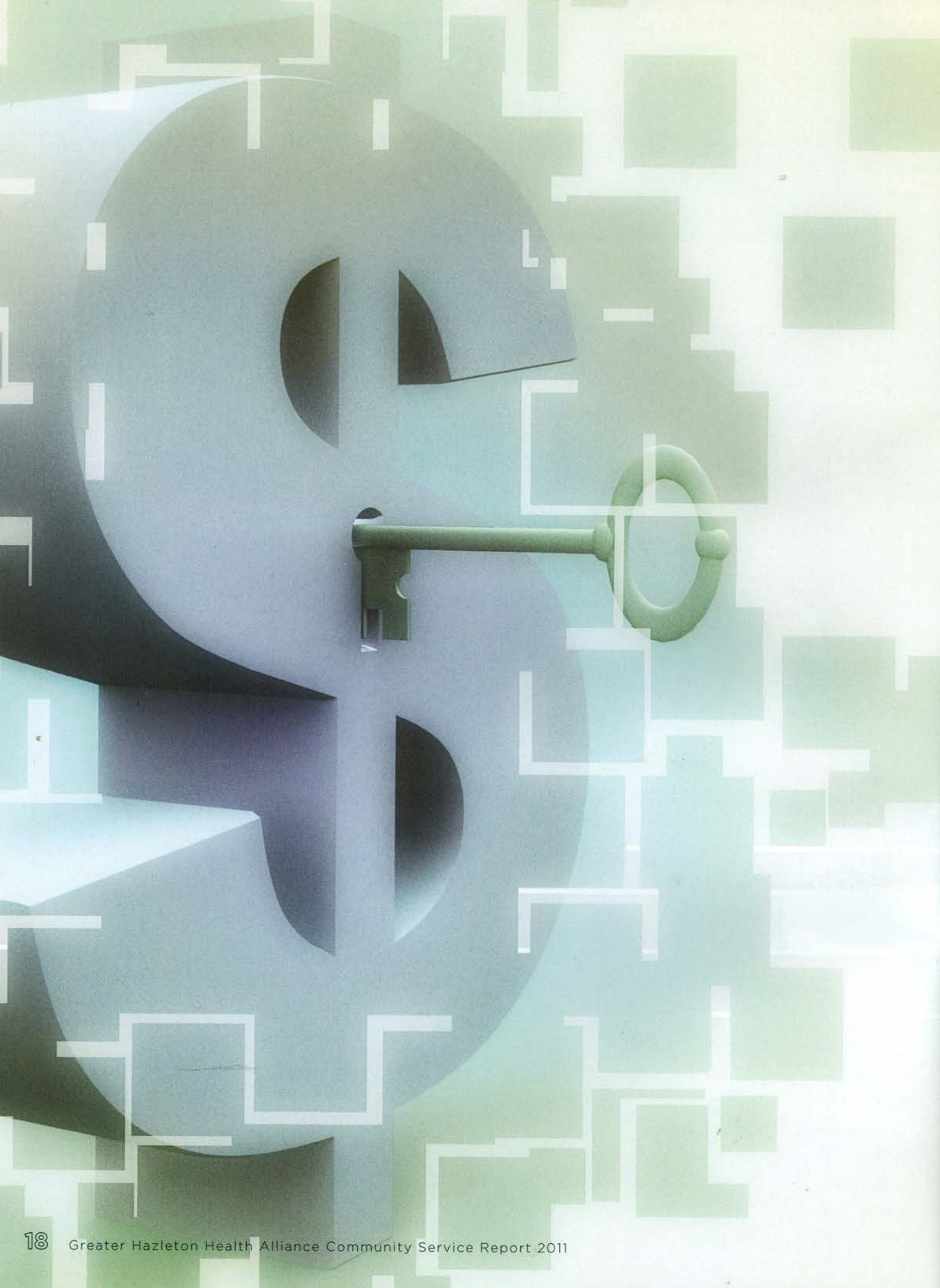
### COMMITMENT TO CARE

The Greater Hazleton Health Alliance's healthcare mission is to provide necessary medical care to all persons, regardless of one's ability to pay. No patient will be denied treatment due to inability to pay. A financial assistance program is available to patients who meet certain financial criteria. Financial counselors are available to discuss financial concerns with patients, determine eligibility for government insurance programs, and/or assist with the charity care application process. A discount payment program is also available to patients who don't meet the criteria of charity care. Our staff is available to help you meet your medical financial obligations. Call us at (570) 501-4813.











## OUR ECONOMIC IMPACT

The success of any organization relies heavily on successful leadership, dedicated staff, effective communication, excellence in customer satisfaction, organizational sustainability, and financial stability. This year's report details our success in all of these areas, the last of which is the financial component. Financial stability is an essential factor since it steers our healthcare system in the direction of long-term investments, our community being one such investment. As a not-for-profit healthcare organization, the Alliance is able to remain focused on its patients instead of the shareholders. Simply put, any operating revenues in excess of operating expenses is given back to the community in the form of new and improved healthcare services and programs, free education programs, health fairs and screenings, cutting-edge technology and facility equipment, and more.

## PATIENT FINANCIAL ASSISTANCE

An important component of the Greater Hazleton Health Alliance's mission is to provide medically-necessary care to all members of the community regardless of their ability to pay.

Information regarding the availability of Patient Financial Assistance is provided in multiple ways. Signage is posted in registration waiting areas and the Patient Financial Assistance policy is posted on the GHHA website. Information about Patient Financial Assistance also is included in the patient's handbook and other patient correspondence. Patient inquiries are referred to a financial counselor who assists the patient in applying for available government programs (such as Pennsylvania Medicaid & CHIP), in addition to hospital financial assistance. The financial counselor collects the necessary documentation in order to evaluate and determine eligibility.

To obtain a patient financial assistance application or learn more about our program, please contact the Patient Financial Counseling Department at (570) 501-4813, Monday through Friday, 8:30 a.m.-4:30 p.m.

## Noteworthy Numbers

Net GHHA revenue	\$117,756,000
Total community benefit	\$13,601,000
Community benefit as % of total expenses	12.8%
% of patient revenue from Medicare	53.3%
% of patient revenue from Medicaid	13.8%
Equipment/technology/renovations	\$5,034,000
Inpatient admissions	6,456
Emergency visits	31,715
Outpatient visits	226,334
Home health visits	14,894
Births	650
Healthy Beginnings Plus visits	4,474
Number of employees	934
Employee wages	\$43,567,000
Employee benefits	\$12,960,000
Payroll local tax (including service tax)	\$895,000

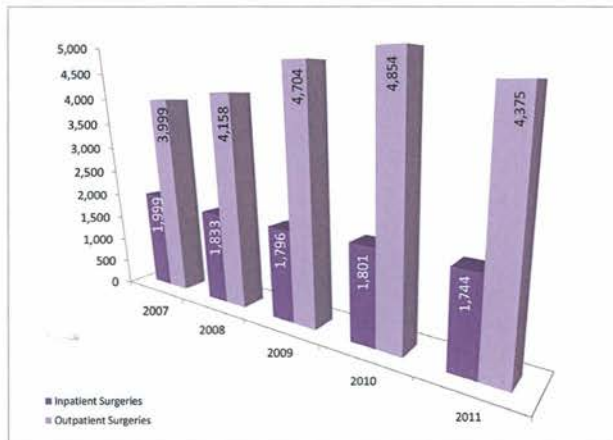
## Community Benefit

Each entity of the Greater Hazleton Health Alliance contributed to the community benefit programs in 2011 for a system-wide total contribution of \$13,601,000.

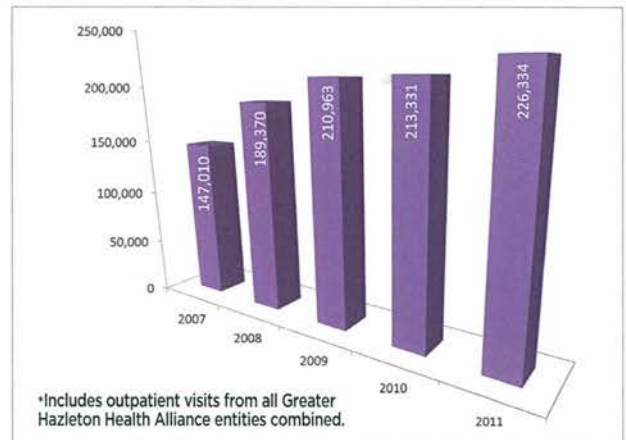
<b>Uncompensated Care</b> - the cost of services provided for which no payment is received due to charity care, bad debts, or insurance company denials.	\$4,318,000
<b>Subsidized Health Services</b> - the subsidized cost of providing anesthesia, pediatric, radiology and hospitalist services.	\$2,752,000
<b>Medicare Shortfall</b> - the difference between reimbursement from Medicare and the actual cost of providing care.	\$2,785,000
<b>Medicaid Shortfall</b> - the difference between reimbursement from Medicaid and the actual cost of providing care.	\$2,615,000
<b>Community Outreach</b> - the free or low-cost services provided to our communities, such as patient education, health screenings, support groups, shuttle services, as well as financial and in-kind donations to community organizations.	\$1,131,000



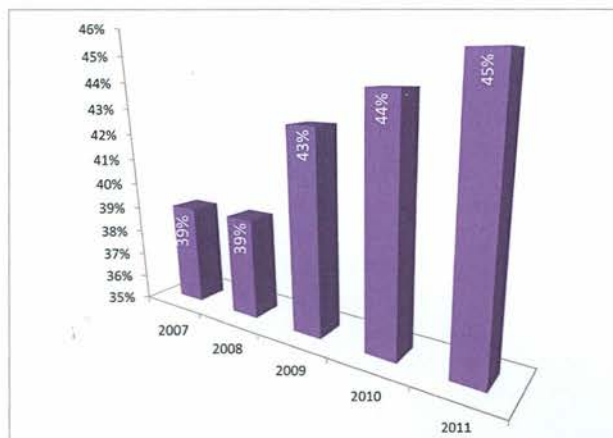
## Inpatient/Outpatient Surgeries



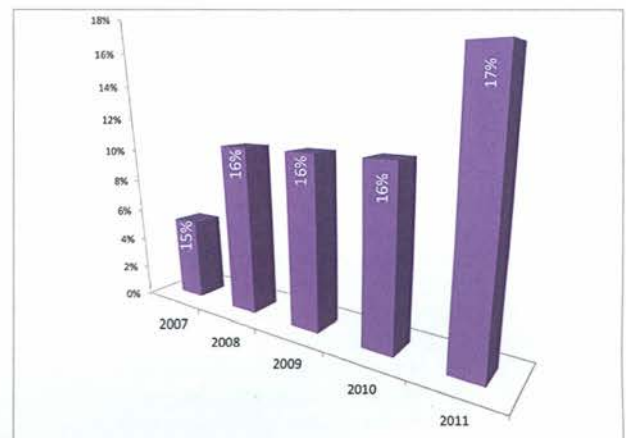
## Outpatient Visits\*



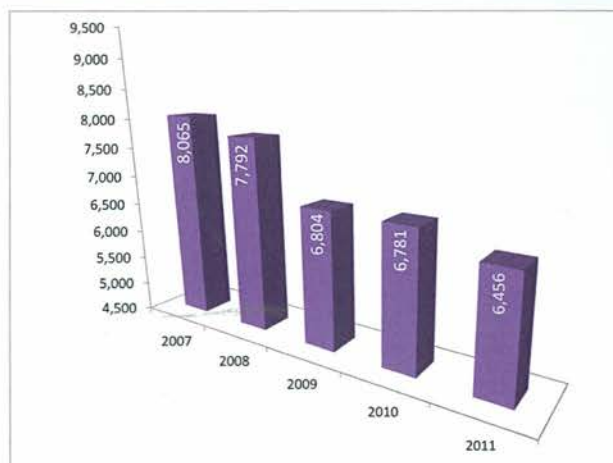
## Percent of Medicaid and Self-Pay/Uninsured Patients (Emergency Visits)



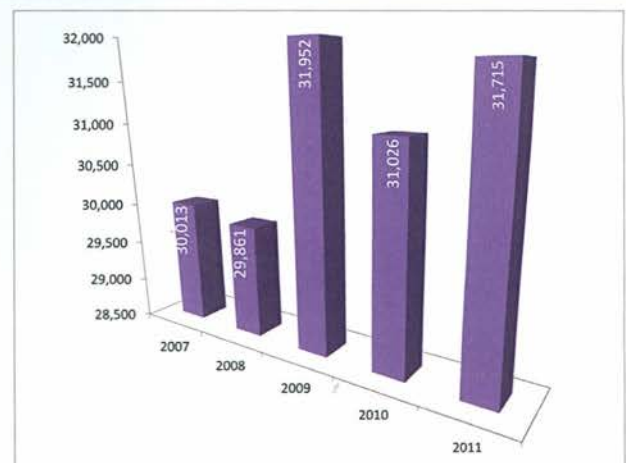
## Percent of Medicaid and Self-Pay/Uninsured Patients (Inpatient)



## Inpatient Admissions (Excludes Newborns)

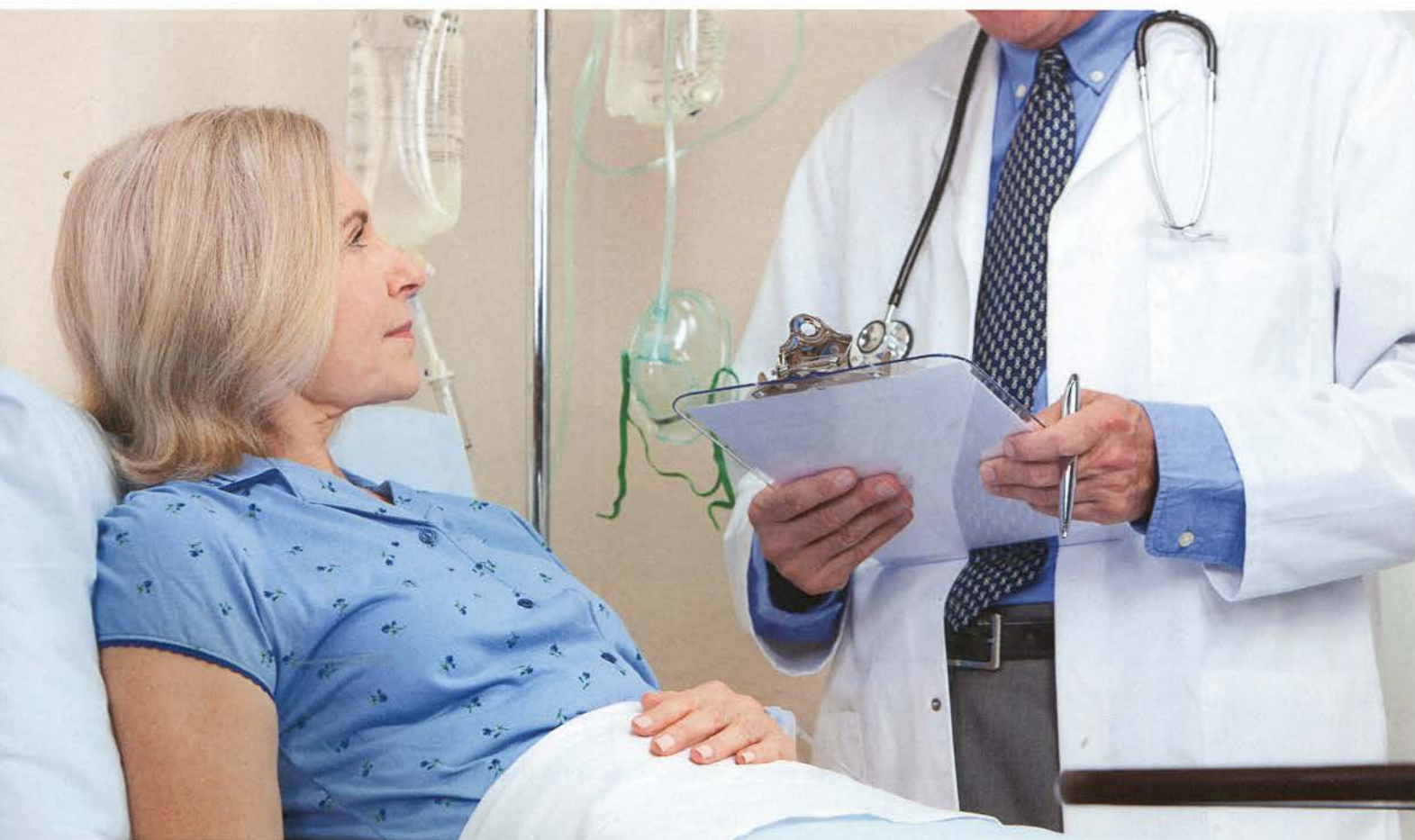
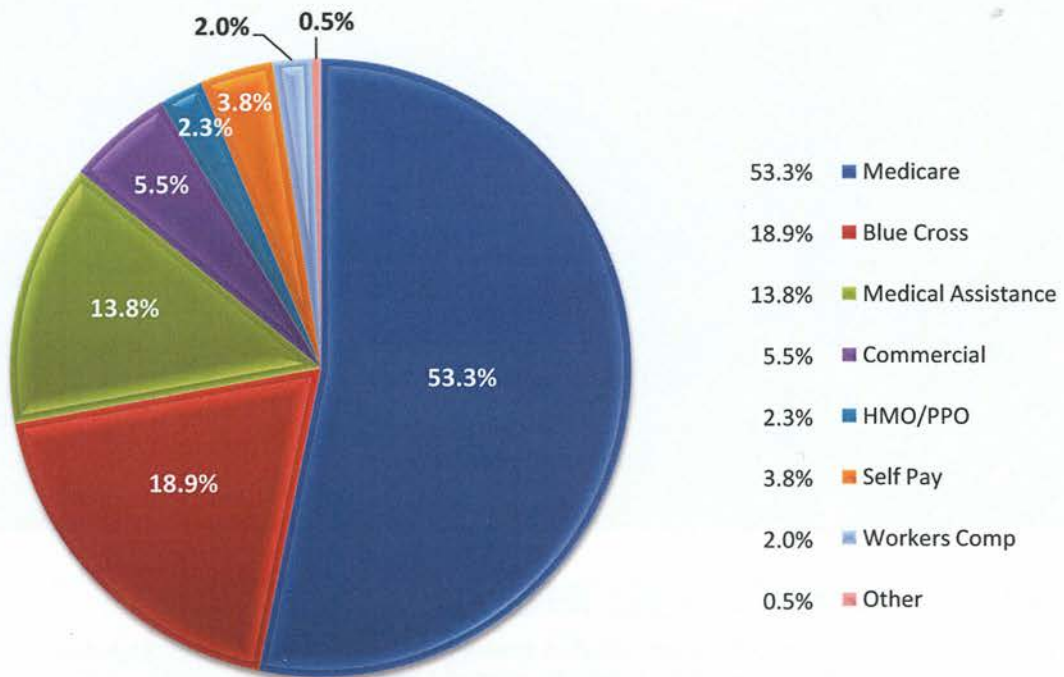


## Emergency Visits





## Diversification of Patients Seen by Payor Mix

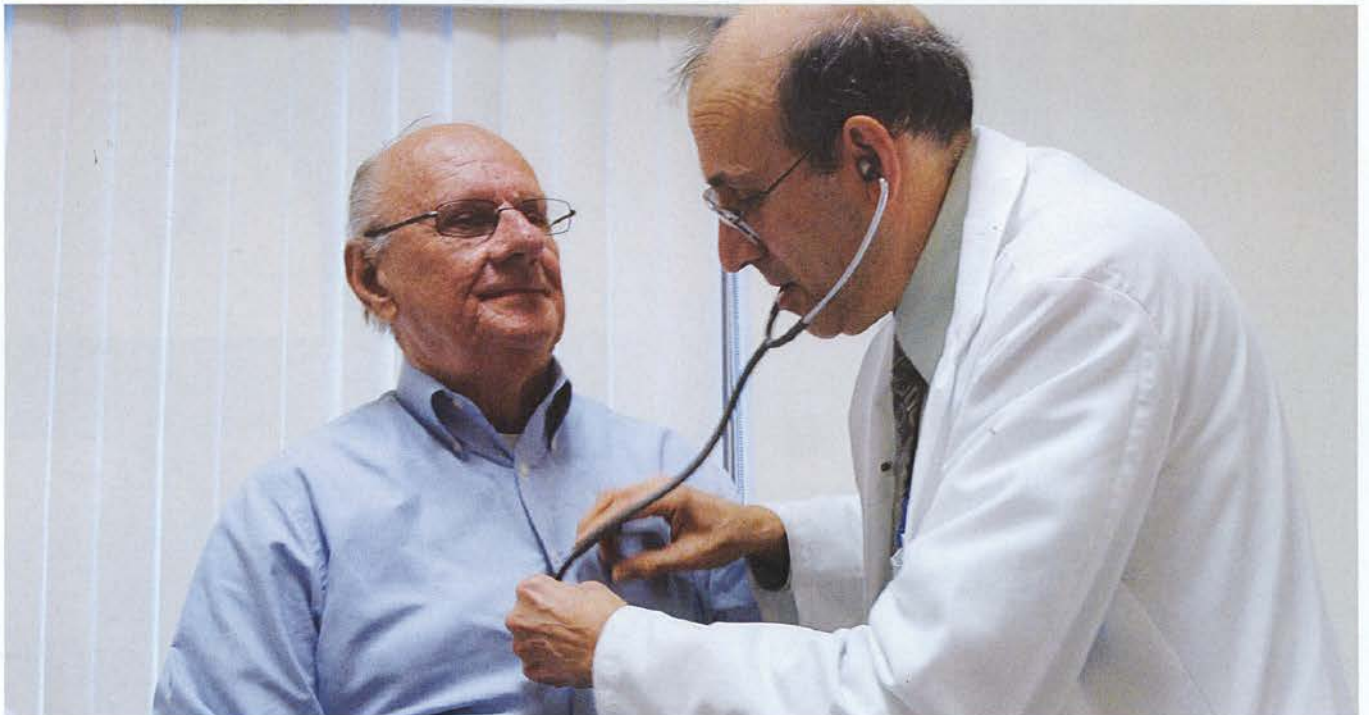






## Mission of Hazleton General Hospital

To serve the healthcare needs in the Greater Hazleton area by providing emergency, diagnostic and therapeutic medical services; conducting educational programs for medical and professional staff and the public; and delivering these programs and services with compassion and appropriate standards of quality.



## Mission of Alliance Medical Group

To provide professional, proficient, and proactive services, encompassing the total healthcare needs of every patient in the community.





## Mission of Hospital-based Outpatient Services at Hazleton Health & Wellness Center

To create a health and wellness experience that fosters a culture of confidence, consideration and caring... one individual at a time.

### Greater Hazleton Health Alliance Hazleton General Hospital

#### 2011 BOARD OF DIRECTORS

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John R. Madden, PhD., Secretary  
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Donna Palermo  
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William C. Bauer, Chief Financial Officer  
Michael J. Golden, RN, Chief Nursing Officer  
Anthony Valente, MD, FACP, Vice President,  
Medical Affairs  
Megan Scherer, Chief Administrative Officer,  
Hazleton Health & Wellness Center  
Jane A. Danish, Director, Administrative Services,  
Marketing and Community Relations





## Community Service Report 2011

Greater Hazleton Health Alliance  
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